

Fort Hood Human Resources



FY01 - FY02 Operational Plan

"Helping People Grow!"

Garrison Commander's Intent



The purpose of this Human Resource (HR) Plan is to outline the overall direction and objectives to be accomplished in managing, training, and developing the civilian workforce during FY 01/02 and to look beyond to the future. Fort Hood's missions define what we do as a total force; our strategic plan defines our primary performance objectives; and, our Human Resource Development/Management Plan focuses our efforts to provide for a "Well Trained and Productive Workforce." Specifically, the objectives of this plan are to:

- provide a strategic framework for developing a highly qualified, effective workforce which integrates into the total force and supports mission accomplishment through emphasis of strategic performance objectives in support of our key processes: Power Projection, Training Readiness, Caring-Well Being, and Installation Operations.
- provide for a work environment that enhances awareness and appreciation of diverse cultures; prevents discrimination and harassment; and promotes dignity, respect and ethical conduct.
- provide for leadership and professional development of the workforce to meet current and future needs.
- provide opportunities for growth and development of all segments of the workforce to meet future staffing needs.
- provide for efficiency, effectiveness and economy in delivery of civilian training.

I challenge and encourage all of you to fully support the implementation of this plan. Our civilian employees are valuable members of the Army team.

//original signed//
William H. Parry, III
Colonel, AR
Garrison Commander

Objective	HR Initiatives	Performance Measures
<p>1. Recruit and retain a high quality workforce.</p>	<p>1. Maximize use of Fort Hood disabled employees to fill vacant positions with experienced workers across directorate lines IAW FH Regulation 690-48, Placement of Handicapped/Disabled Employees, Reference E. (LEAD: CPAC)</p> <p>2. Publicize vacancy announcements to attract quality in-service and increase publicity to attract new employees from outside the workforce IAW SW Region Merit Promotion Plan, Reference D. (LEAD: CPAC)</p> <p>3. Develop accurate job-related criteria to allow applicants with superior qualifications to rise to the top of selection registers. (LEAD: CPAC)</p> <p>4. Publicize DA assigned task lists and Business Process Maps. Train managers and supervisors to perform civilian personnel administration tasks as envisioned and assigned under the regional civilian personnel administration operation concept. Promote and maintain open communications between responsible components ensuring that DA tasks are performed by the responsible component, i.e. the Manager, Civilian Personnel Advisory Center (CPAC), and Civilian Personnel Operations Center (CPOC) IAW the Business Process Maps. (LEAD: CPAC)</p> <p>5. Offer recruitment and relocation bonus to attract high quality applicants for hard-to-fill and mission critical positions. (LEAD: CPAC)</p> <p>6. Recruit and hire a diverse civilian force IAW Fort Hood Regulation, Civilian Personnel, Equal Employment Opportunity, Reference C. (LEAD: CPAC)</p> <p>7. Partner with Central Texas Work Center Board in obtaining a grant to establish programs targeting the military population to fill jobs. (LEAD: ACAP)</p>	<p>1. # of employees enrolled in program.</p> <p>2. # of announcements filled outside local area.</p> <p>3. % of employees/applicants with supervisor qualifications.</p> <p>4. % of supervisors/managers trained in civilian personnel administration.</p> <p>5. # of hard to fill positions being filled.</p> <p>6. # positions recruited and filled.</p> <p>7. Milestones for grant application</p>

Objective	HR Initiatives	Performance Measure
<p>2. Develop a high performance workforce by enhancing technical and leadership skills</p>	<ol style="list-style-type: none"> 1. Survey, determine and formalize employee core training requirements through implementation and execution of employee individual development plans (IDP). (LEAD: HR PAT) 2. Develop Individual Development Plan model templates listing core-training requirements for supervisory and non-supervisory positions. (LEAD: HR PAT) 3. Evaluate and report effectiveness of training when required. (LEAD: CPAC) 4. Train Mentor Trainers to conduct mentorship training for managers and supervisors. (LEAD: MENTOR TRAINERS) 5. Train supervisors and managers on Mentoring/coaching skills. (LEAD: CPAC) 6. Mentor employees using the Fort Hood Mentoring Guide and DA Pamphlet 690-46, Mentoring for Civilian Members of the Force (Reference F) as a guide. (LEAD: CPAC) 7. Conduct basic “Personnel Management Skills” training for new supervisors, on methods and guidelines dealing with civilian personnel. (LEAD: CPAC) 8. Develop “Supervisor’s Guide to Discipline and Performance Management”. (LEAD: CPAC) 9. Develop “Civilian Employee Handbook”, listing benefits and other basic employee information. (LEAD: CPAC) 	<ol style="list-style-type: none"> 1. # of core classes attending recorded on IDP. 2. # of employees using the IDP model templates. 3. % of employees who improved their skills after receiving training. 4. # of Mentor Trainers trained from FY01 – FY02. 5. # of supervisors/managers that have been trained in mentoring/coaching skills 6. % of employees mentored. 7. # of new supervisor trained within 90 days of assignment to a supervisory position. 8. % of supervisors using the supervisors handbook in public folders to obtain information on discipline and performance management. 9. % of employees using the employee handbook in public folders to obtain information on benefits.

Objective	HR Initiatives	Performance Measure
3. Create a culture of learning and empowerment.	<p>1. Stand up a PAT with representation by all stake holders (management, employees, and Union) to study available awards, identify others with successful programs and processes, and recommend best mix of awards for Fort Hood. (LEAD: PAT)</p> <p>2. Develop performance/incentive awards system to enhance the existing programs for the civilian force. (LEAD: PAT)</p> <p>3. Market and implement the enhanced awards system in Partnership with the Union to the work force. (LEAD: PAT)</p> <p>4. Develop or modify current work climate survey instrument to assess employee satisfaction with work environment, management, awards, training, grievances and complaints. Benchmark current work environment and climate (use data on grievances, workmen's compensation claims, etc.). (LEAD: SPO)</p> <p>5. Conduct annual work climate survey. (LEAD: SPO)</p> <p>6. Maximize use of alternative and flexible work schedules and flexible/alternative work place arrangements where practicable to accommodate employee needs. (LEAD: CAP)</p> <p>7. Manage and ensure fair treatment of the civilian force IAW Fort Hood Regulation, Civilian Personnel, Equal Employment Opportunity (Reference C) and the Negotiated Agreement between Fort Hood and AFGE, Local 1920 (Reference B). (LEAD: EEO)</p> <p>8. Pay retention allowances (up to 25% of basic pay) to employees with unique qualifications filling key, critical, difficult to fill positions. (LEAD: CPAC)</p>	<p>1. Working FY02</p> <p>2. Working FY02</p> <p>3. Working FY02</p> <p>4. Milestone Plan</p> <p>5. Analyze and distribute results by timeline</p> <p>6. % of employees using alternative/flexible work schedules.</p> <p>7. # of cases per 1,000 employees compared with other organization.</p> <p>8. # of hard to fill positions filled.</p>

Objective	HR Initiatives	Performance Measure
<p>(CONT)</p> <p>3. Create a culture of learning and empowerment.</p>	<p>9. Keep Career Program Employees informed about program changes-by posting info on the LAN. (LEAD: DGC/CAREER PROGRAM COUNCIL)</p> <p>10. Develop a website for the CPAC – to keep employees and potential employees informed about civilian personnel administration matters, career opportunities for employment (LEAD: CPAC)</p> <p>11. Encourage Labor Management Partnership Council to promote and address employee wellness issues (work environment and climate workload, cooperation and teamwork, communications, job security, equality of opportunity). (LEAD: CPAC)</p> <p>12. Communicate information relating to employees through traditional channels (Town Hall Meetings, Garrison newsletter) and explore innovative communication avenues. (LEAD: SPO)</p> <p>13. Employee Assistance Program (EAP) provides workplace violence prevention and intervention strategies for employees experiencing workplace/personal problems impacting performance. (LEAD: EAP)</p>	<p>9. # of CP employees going to public folders for CP information.</p> <p>10. # of visits to the Web site.</p> <p>11. % of workforce satisfaction with overall work environment (per survey).</p> <p>12. # of employees responding to Town Hall meeting & Garrison newsletters.</p> <p>13. # of employees receiving training for Violence in the Work Place.</p>